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# **Resilient Organisations: Trying to thrive when you are struggling to survive**

**A presentation at the  
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<http://www.resorgs.org.nz/>

- Background to ResOrgs at the University of Canterbury (UC)
- Resilience: More than just surviving the crisis
- A framework for growing an Organisation's Resilience
- World class resilience linked to competitive excellence?
- Making the business case for resilience development

# The Resilient Organisations Research Group at UC

- ***“Building more resilient organisations, able to survive and thrive in a world of uncertainty, through research and practice”*** <http://www.resorgs.org.nz/>
- A multi-disciplinary team of 17 researchers and practitioners
- Cover a range of research areas from organisational resilience to disaster recovery and reconstruction
- A synthesis of engineering and business disciplines
- Committed to making organisations more resilient in the face of major hazards in the natural, built and economic environments



## ■ What we do:

- ❑ A programme of public good research aimed at effective capability building with impacts on policy and practice
- ❑ A model for resilience (2008)
- ❑ A benchmark tool (2010)
- ❑ A network (GPS) and resource tool and training game
- ❑ A recovery and reconstruction building evaluation process



## ■ Why we do it:

- ❑ A volatile and uncertain world
- ❑ To survive unexpected crisis and thrive in the face of potentially terminal events.
- ❑ More resilient organisations lead to more resilient communities and provide the honed human capital to address some of our most intractable societal challenges.

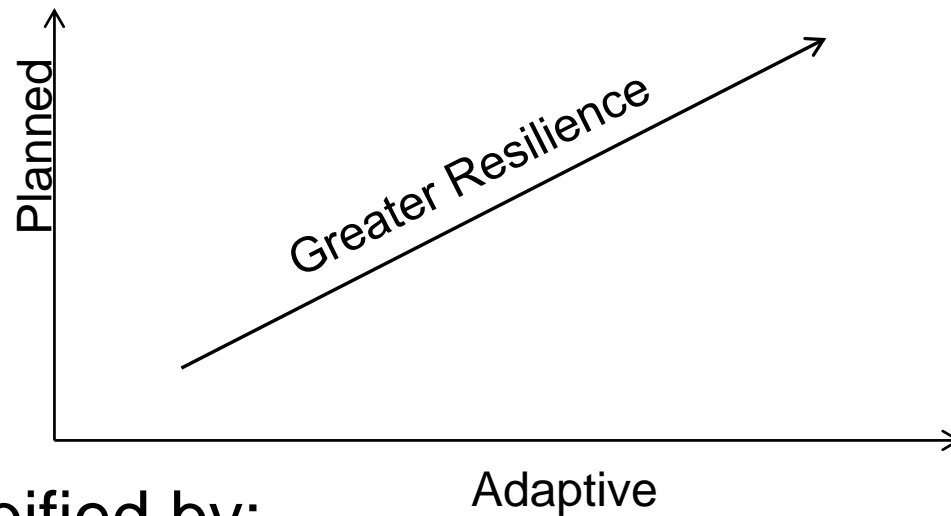
# Resilience: More than just surviving the crisis

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- Yes we do want to survive the crisis, 'all hazards' !
- However survival is not the same as a vibrant recovery!
- Crisis often present excellent opportunities
- When life is comfortable – change is hard to initiate
- Many new CEOs create a crisis to drive change
- A disaster/crisis presents the same pre-conditions for change!
  - In the current 'world financial crisis', some will simply survive and limp in to oblivion
  - While others will change and thrive in the aftermath

# A Framework for growing an Organisation's Resilience

- Planned and Adaptive, this is the key



- Resilience is typified by:
  - ❑ 20/20 situation awareness,
  - ❑ effective vulnerability management,
  - ❑ agile adaptive capacity and
  - ❑ world class organisational culture and leadership.

# World class resilience linked to competitive excellence?

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- Competitive excellence includes:
  - Knowing your competition and environment
  - Being quick to respond when things change
  - Having outstanding leadership
  - A robust capital structure
  - A commitment to your customer that is extraordinary
  - A cohesive culture of quality, responsibility and service
- Recent research by ResOrgs shows a link between organisational resilience and day-to-day business success



# World class resilience linked to competitive excellence?

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## Resilience feature

- ❑ 20/20 situation awareness  
Effective vulnerability management
- ❑ Agile adaptive capacity
- ❑ World class organisational culture and leadership
- ❑ Effective vulnerability management  
20/20 situation awareness
- ❑ World class organisational culture and leadership
- ❑ World class organisational culture and leadership

## Competitive excellence:

- ❑ Knowing your competition and environment
- ❑ Being quick to respond when things change
- ❑ Having outstanding leadership
- ❑ A robust capital structure
- ❑ A commitment to your customer that is extraordinary
- ❑ A cohesive culture of quality, responsibility and service



# Making the business case for resilience development

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- The case for resilience
  - ❑ By developing resilience an organisation is also developing competitive effectiveness
  - ❑ A more resilient organisation is more profitable, better for it's community and can be relied on in a crisis
- Obstacles to the case for resilience:
  - ❑ Development resources will always be rationed
  - ❑ The case must be better than the case for a new machine or new staff member
  - ❑ The need to measure current and future state of resilience
- The case must go beyond just 'better insurance' or 'preparing for the big one',
- The case must link to strategy and competitiveness

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# Questions?